



DEPARTMENT OF THE ARMY
UNITED STATES INTELLIGENCE AND SECURITY COMMAND
HEADQUARTER, 501ST MILITARY INTELLIGENCE BRIGADE
UNIT #15282
APO AP 96205-5282

REPLY TO
ATTENTION OF:

IADK-Z

11 AUG 2010

MEMORANDUM FOR Commanders, Leaders, and Staff

SUBJECT: Command Philosophy

1. This memorandum outlines my personal command philosophy for the 501st MI Brigade. It represents the foundation of my command tenure and provides insight to help unit leaders understand my focus. These things are a result of what I've experienced as a Soldier across five critical areas: Combat Readiness and Training, Soldier and Family Care, Unit Cohesion and Climate, Equipment Maintenance, and Leader Development.

2. Vision. Be an intelligence brigade, fully prepared for combat operations and capable of synchronized, multidiscipline intelligence support to joint and combined warfighters. Provide well trained, physically fit, competent, disciplined, and adaptive Soldiers who generate precise, high quality, accurate, and responsive reporting for designated missions. Work as a single, integrated, cohesive team to set the conditions for success for the ground force commander. Take care of and retain our most valuable resource – people. Sustain a positive, empowered, values-based climate that reflects Army standards.

3. Combat Readiness and Training. Readiness for war is our top priority. Since we conduct daily intelligence missions, we have tremendous advantages and opportunities to weave training within our OPTEMPO. I am committed to FM 7.0 and published unit level Combined Arms Training Strategies (CATS) to drive our training approach. All training must be METL-based, built around candid assessments, clear standards, and realistic objectives. Train to standard, conduct AARs, and correct deficiencies before moving on. Set your subordinates up for success through meticulous preparation and a clear task/purpose of the unit standard (what "right" looks like). Be selfless in your commitment to your subordinates and the unit; do "whatever it takes" to care for Soldiers and stay fully prepared. Officers and NCOs must enforce standards for training. If we don't achieve standards, then we need to admit it and schedule follow-on training. Lastly, it's important that each of us maintain balance across mental, physical, social, Family, and spiritual fronts to boost our readiness for the mission.

4. Soldier, Civilian and Family Care. We care for our Soldiers and civilians through proper training, a healthy work environment, accurate administration, and concern for their professional growth. We must also ensure that Families are prepared for absences for training or deployments. A Family problem is a unit problem! Single-parent/joint domicile child care plans must be ruthlessly pursued to be fair to the child(ren), parents, rear detachment personnel, and the US Army. Knowing what support agencies and resources are available to help resolve a Family member's problem are key to making 501st Families self-sustaining. Every Soldier gets down on their luck at some point and needs help; they should be able to get help from their unit. Listen to your Soldiers, keep them and their Families informed.

5. Unit Cohesion and Climate. A strong chain of command is essential to a successful unit. Battalions are not competing against each other, rather against established standards. Build trust and confidence between echelons of command and develop junior leaders by placing the appropriate authority, responsibility and decision making at each level.

We must sustain a positive work environment that develops Soldiers into leaders and treat everyone fairly and professionally even under the most difficult of conditions. These areas will help us set and maintain a strong unit and command climate:

a. Discipline, Appearance and Courtesy. Discipline is the foundation of all exceptional units. We must do what is ethically and tactically correct when no one is there to check. Disciplined behavior means high standards of appearance and sharp professional courtesy. It also means being on time, prepared, ready to train, with the right functioning equipment, and ensuring our Soldiers are prepared. If any Soldier is able to accomplish their job when they are tired, wet, cold, hungry (in combat), then the Soldier was raised in a climate of discipline.

b. Safety consciousness and enforcement are subsets of discipline and caring. It's absolutely essential in training and even more critical in combat. It ultimately depends upon a tired leader who can choose to look the other way or stop the unsafe act. We must demonstrate our own self-discipline and caring by doing what's right all the time. Always conduct risk assessments to prevent accidents before they happen. Leaders at every level must also be willing to exercise their initiative and take risks, and are skilled in making timely decisions within the parameters of intent and guidance. Be safe in training and off-duty.

c. Integrity and Teamwork. When we say we will do something, it should be considered done. Share ideas and best practices. The best ideas come from the bottom-up, free exchange of opinions and recommendations. Good solutions have very little to do with rank. We must remain open to better ways to accomplish and wargame solutions to tough problems. Disagreement is not disrespect; however, once a decision is made, every leader owes it to the unit and chain of command to fully support it as his/her own. Always keep yourself mentally alert, physically strong and morally straight and shoulder more than your share of the task whatever it may be.

d. Candor. Leaders at all levels, especially our NCOs, need to be honest brokers in all things who "tell it like it is". This is particularly essential with bad news. We all screw up things occasionally. What's important is quickly surfacing the problem. A leader who can't or won't promptly report a problem in peacetime will be even less likely to do so in combat. We can't afford folks like that in leadership positions.

e. Standing Priorities.

- (1) Professionalized Force: provide physically fit, competent, and disciplined personnel
- (2) Readiness: remain fully prepared for combat; accountability of personnel and property
- (3) Improve our intelligence capabilities to support ROK and world-wide missions
- (4) Develop leaders through operational experience and training
- (5) Enhance the U.S./ROK intelligence enterprise; always seek ways to strengthen our coalition

6. Equipment Maintenance. We must maintain accountability of our equipment and keep it in a high state of readiness. Failure to properly care for our key intelligence systems can lead to mission failure. All leaders must ensure that maintenance checks and procedures are routine; effective maintenance doesn't just happen; it requires hands-on sustainment training by first-line supervisors. Use inspections to verify that we're meeting standards.

7. Leader Development. Avoid flourishes of activity to make the problem disappear for the short term; every leader must take a long range view toward solving problems. If there's not an SOP to accomplish a mission/task; create one and get the word out.

IADK-Z

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Understand your personal values and the US Army values; values are the runway lights that guide you during critical decisions and execution of orders. Do what is right; you may not get another chance. Leaders effectively counsel, train, mentor, and set up their subordinates for success. Leaders must be flexible and manage change as it occurs with little or no warning. Leaders don't lie – liars lose credibility and maybe their jobs. Above all, leaders don't tolerate those that speak ill of the unit. Lastly, I prefer that we work hard to solve our own problems and issues internally without pestering other headquarters with a variety of requests and demands. The largest volume of calls should be to keep people informed of what we are doing and not what we would like them to do for us. Make our Soldiers "win" at everything we do! Maintain balance and perspective -- there are plenty of real crisis out there; we don't need to stimulate any.

8. Miscellaneous.

LIKE

"Can-do" positive attitude
Setting the example/on-off duty
Being responsive
Keeping people informed
Making contributions to the team
Loyalty to the unit
Awards presented on time

DISLIKE

Excuse makers
Hearing bad news late
Being late for anything
Big egos
Non-Team players
Back-biting
People who don't tell the truth
or explain only part of the facts
Rumors
Missing suspenses

Non-NEGOTIABLES

Any acts of violence
Alcohol / Drug Abuse
DUI
Sexual Harassment / Assault
Conduct bringing discredit to
the unit, INSCOM, 8A, USFK

9. I am extremely proud to be your commander. I hope the philosophy I've outlined will help you understand my focus and intent.

DISTRIBUTION:

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JOSEPH M. COX
COL, MI
Commanding